

16 November 1978

OFFICE OF PERSONNEL MEMORANDUM NO. 20-60-14

SUBJECT : Uniform Promotion System and Promotion Certificates

REFERENCES: (a)
(b)

1. Reference (a) discussed the establishment of an Agency-wide Uniform Promotion System, and reference (b) announced that effective 1 October 1978, Certificates of Promotion will be presented to each employee at the time of the individual's promotion.

2. The Deputy Director of Central Intelligence approved an Office of Personnel proposal that effective 1 October 1978, the Uniform Promotion System would authorize annual or semi-annual promotion exercises at the option of the individual Career Services for promotion to GS-07 and above. The promotion dates are related to the revised Fitness Report schedule, allowing for a 120-day working period after the ending date of the evaluation, with the promotion to be effective the first pay period thereafter. Effective dates of promotion may be delayed, however, for up to 90 days to take advantage of a Within Grade Increase (WGI) due during that period.

3. Components preparing promotion personnel actions or requesting contract amendments for promotion purposes are responsible for establishing the effective dates of promotion. These dates, however, are subject to verification by Transactions and Records Branch (TRB) or Contract Personnel Division (CPD). The personnel actions for the grade group being promoted, including actions that have deferred effective dates to allow for processing a WGI, must be received by the Office of Personnel, TRB or CPD, ten (10) working days before the beginning of the pay period established for the grade group. (See attachment for the appropriate dates for FY 1979.) The extended lead time of ten days is required by the expected increase in the volume of actions to be processed for each exercise as well as the added workload of preparing promotion certificates.


4. Because of the possible future impact of a different promotion date, in all cases where an employee is within 90 days of a WGI, the employee will sign a statement in the "Remarks" section of the personnel action or on the memorandum to CPD on contract promotions, indicating either acceptance or nonacceptance of a delay of promotion to receive the WGI. When the individuals are not in the Headquarters area, the acknowledgement must also be obtained but may be certified by the personnel officer, citing the appropriate message number.

Received
5 March 79
OPN 20-79-4

5. Certificates of Promotion will be prepared by TRB for staff employees, and by CPD for contract employees. Individuals responsible for personnel matters in components will be notified when the Certificates of Promotion have been prepared for both the uniform promotion group and those personnel for whom there is no established schedule (promotions through GS-06). Components in the Headquarters Building will make arrangements to collect the completed certificates from TRB or CPD; components located outside the Headquarters Building may choose to pick up the certificates or have them mailed.

6. In recognition of the importance of an employee's career advancement to both the individual and the Agency, it is recommended that an appropriate ceremony accompany the awarding of the Certificates of Promotion.

STATINTL


F. W. M. Janney
Director of Personnel

OPM 9-78

Attachment

UNCLASSIFIED

INTERNAL
USE ONLY

CONFIDENTIAL

SECRET

Approved For Release 2002/05/07 : CIA-RDP92-00455R000300090034-7

SUBJECT (Optional)

FROM: Acting Director of Personnel 15 E 58 HQ		EXTENSION	NO.
			DATE 20 Apr 77
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS
	RECEIVED	FORWARDED	
1. Acting Deputy Director for Administration			<p>During your Saturday meeting with Mr. Blake, Mr. Janney and me, we discussed a number of personnel subjects which resulted in your request for position papers and certain action memoranda on the following topics:</p> <p>A. Monitoring of Management and Advanced Training Candidates;</p> <p>B. Establishment of Secretarial and Clerical Career Service Panels;</p> <p>C. Uniformity of Promotion Systems</p> <p>D. Promotions, Flow-Through, and Separations; and</p> <p>E. Advancement Opportunities for Specialists.</p> <p>Attached herewith are papers addressing the first four topics in the context of our understanding of the particular emphasis which you expressed in the course of our discussions. Each of the papers includes certain recommendations for your consideration.</p> <p>A paper dealing with Topic E will be submitted soon.</p> <p>If you approve the recommendations, we shall move to implement them. As some of the recommendations would involve significant changes of policy, we are prepared to discuss them further, should you desire.</p> <p style="text-align: right;">STATINTL</p>
2.			
3. Acting Deputy Director of Central Intelligence			
4.			
5. Director of Central Intelligence			
6. Complete package is in the DSI/DOCS response file			
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15.			



Notes from the Director

No. 25

7 June 1978

UNIFORM PROMOTION SYSTEM

1. One area which we are giving a great deal of attention today is our personnel management system. For the past 31 years, the Agency has had a fine and highly personalized management system. It could not be otherwise for we simply could not carry out our mission without good people. This more than any other factor has been the secret of success of our Agency since its birth.

2. Times change, the mores of our country change, and the attitudes and aspirations of our youth change. In addition, our Agency is in a sense just reaching its maturity. Personnel policies appropriate to a new and growing organization need review for an established organization. No earthshaking changes are contemplated, but we are endeavoring to ensure that our personnel policies and our personnel management procedures are attuned to looking after the interests of all of our employees under conditions which surround us today and will surround us in the years just ahead.

3. On the 18th day of May we published a notice on an approach to a uniform promotion system. I believe this notice is of sufficient import to all employees to include it in a Director's Note so that it will receive maximum distribution. Here it is:

STATINTL

PERSONNEL

18 May 1978

UNIFORM PROMOTION SYSTEM

1. Many of the personnel policies of the Agency have been and are being carefully reexamined. One of the conclusions is that employees and the Agency will benefit from the adoption of a more uniform promotion system throughout the Agency. The adoption of such a system will increase employees awareness of promotion opportunities and will ensure more promotion headroom by implementing existing Agency regulations concerning marginal performers. It is recognized that each Career Service has unique characteristics and problems which require consideration. Modifications of the Agency's promotion system will allow recognition of that uniqueness by the use of more expanded statements of promotion criteria for each Career Service.

2. The establishment of uniform promotion schedules by grade will be keyed to the scheduling of fitness reports followed by panel evaluations and by recommendations for promotions. The intention is to have the whole system ready for implementation beginning 1 October 1978. Meanwhile, actions are already being taken to incorporate each new feature as it is developed into the Agency's promotion system. These will include the following:

a. A minimum annual target for promotion of qualified people for each grade will be established by appropriate Career Services or Sub-Groups and published. This action will be completed in June.

b. Promotion rates will be sustained for the most part through normal attrition, but additionally it will be necessary to adhere more strictly to the current separation regulation [] subsequent to identifying the bottom three percent of employees competitively ranked each year. As a protection to the employees identified in this process, the Career Service will establish independent panels to review each case on its merit. The panels will assess the employee's value and potential. Their findings will be furnished to the Head of the Career Service.

c. The common criteria for promotion in all Career Services are set forth [] Specific Career Service criteria will be published and made available to further the employee's understanding of how selection for promotion is achieved and how to become qualified for promotion.

d. All Career Services will use an evaluation panel system to determine promotion eligibility. Rankings and recommendations for promotion made by an evaluation panel can only be changed by the Director.

e. A uniform promotion schedule for all Career Services (i.e., all GS-09's will be promoted in the same month, etc.) will be established and published. The Office of Personnel will work with the Heads of the Career Services in establishing a schedule for each grade. Promotion lists will be published.

Frank C. Carlucci
Deputy Director of Central Intelligence

4. Of equal importance to promotion policy in any personnel management system is retention policy or the rights of individuals to job security. The rules of our Agency on job security are quite clear and longstanding. I will list them below and in italics note any changes of emphasis or procedure which I am directing:

a. Probationary period: Headquarters Notice [] establishes a three-year probationary period upon initial employment. It is important to the employee, as well as to the Agency, that this be carefully administered. It is the period in which the Agency has the opportunity and the responsibility to identify employees who are unlikely to satisfactorily adapt to Agency life. It is in their interest and the Agency's not to let what is likely to be an unfruitful relationship continue. It is my observation that the move from probationary to career status has been too perfunctory. *We are going to establish a more formal approach to the crossing of the probationary threshold.*

b. Unsuitability: The National Security Act of 1947 provides that the Director may "in his discretion, terminate the employment of any officer or

employee of the Agency whenever he shall deem such termination necessary or advisable in the interests of the United States, but such termination shall not affect the right of such officer or employee to seek or accept employment in any other department or agency of the Government if declared eligible by the United States Civil Service Commission." Each Director interprets this authority individually. *It has been my practice to exercise it primarily for reasons of unreliability.* When it is determined that an employee has performed in a manner that indicates lack of willingness or ability to perform his or her duties in a manner consistent with authorized directives, oral or written, I must exercise this authority to dismiss from employment. Not to do so would be to jeopardize the reputation and the future of our Agency for the sake of an individual not willing to play on our Agency team.

c. Low ranking: [] stipulates that an individual ranked in the bottom three percent for two successive years may be considered for dismissal. *We have recently instituted procedures whereby such cases will be reviewed by special panels to ensure objectivity.* The panels will look for two situations.

(1) Incompetence: When an individual is performing below an acceptable level of competence, we have no other recourse than dismissal, as is the case in any Government agency.

(2) Low Comparative Value: When the needs of our service dictate reductions in force for reasons such as Congressionally mandated cuts in strength, abolishment of Agency functions, or excess strength in particular areas, the panels will identify the least contributory personnel as required.

Note #1: *Employees who reach a point three years from eligibility for retirement will not be dismissed on the basis of low comparative performance.*

Note #2: There are no sizeable externally or internally generated reductions foreseeable at this time.

d. Visibility: [] in addition to making a supervisor responsible for ensuring that employees understand the nature and scope of their duties and responsibilities, also requires the supervisor to continuously advise employees of the effectiveness of their performance. In addition, the Agency personnel management system provides for comparative evaluation with the peer group by grade/function by a Career Service or a Career Service Subgroup panel or board. Employees are entitled to and may inquire of their supervisors as to performance standing. It is my observation that this procedure has not been well carried out in the past. I believe that each employee is entitled to and should seek a frank and specific description of how his performance is being judged. *Directives will be issued to ensure that employees can and are encouraged to determine their performance rating.* Equipped with knowledge of where he stands relative to his peers, no career employee need be concerned about dismissal as a result of a poor performance panel evaluation unless he or she is in the very lowest percentile. In short, there can be no concern at "arbitrary" dismissals—the individual is entitled to know where he stands; and he is vulnerable to dismissal only if near the bottom of the list.

e. Evaluation: [] establishes an annual evaluation system based on written fitness reports. I sense considerable skepticism within the Agency that

fitness reports are filled out conscientiously. *We have a group studying ways in which to improve fitness report quality. In addition, instructions to panels will stress that single fitness reports are not of great import; judgments must be made on an entire career and what it tells about potential for the future.*

5. It is my intent within a few months to bring together in a booklet form a full statement of personnel policies of the Agency. I believe this is something that all employees are entitled to know, particularly on entering into employment with us. We will try to lay out what a new employee can expect as he looks ahead to a full career opportunity in our Agency, including the opportunities he will have and the rights he will accrue. Most of all, I am anxious that our personnel system be as uniform, as simple, and as thoroughly publicized as possible. Each of us deserves to know the rules and the opportunities within which we serve.

A handwritten signature in dark ink, appearing to read "Stansfield Turner", written in a cursive style.

STANSFIELD TURNER
Director